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Employee profile

STATE OF MONTANA

EMPLOYEE PROFILE

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TABLE OF CONTENTS

INTRODUCTION	1
CHAPTER I	
PROFILE OF STATE EMPLOYEES	2
OVERVIEW OF STATE EMPLOYEES	3
TABLES 1 - 14	
NUMBER OF EMPLOYEES BY AGENCY	4
NUMBER OF EMPLOYEES AND FULL-TIME EQUIVALENT BY AGENCY	5
NUMBER OF EMPLOYEES BY COUNTY	6
MALE AND FEMALE EMPLOYEES BY AGENCY	7
MINORITY EMPLOYEES BY AGENCY	8
DISABLED EMPLOYEES BY AGENCY	9
AVERAGE AGE OF EMPLOYEES BY AGENCY	10
AVERAGE AGE OF MALE/FEMALE EMPLOYEES BY AGENCY	11
EMPLOYEE AGE BREAKDOWN STATEWIDE SUMMARY	12
ACCUMULATED VACATION REPORT FOR EMPLOYEES BY AGENCY ..	13
ACCUMULATED SICK LEAVE REPORT FOR EMPLOYEES BY AGENCY ..	14
COMPENSATORY TIME REPORT FOR EMPLOYEES BY AGENCY	
NON-EXEMPT EMPLOYEES	15
COMPENSATORY TIME REPORT FOR EMPLOYEES BY AGENCY	
EXEMPT EMPLOYEES	16
LENGTH OF SERVICE FOR EMPLOYEES BY AGENCY	17
CHAPTER II - EQUAL EMPLOYMENT OPPORTUNITY AND COMPARABLE WORTH PROGRAMS	18
TABLE A - AFFECTED GROUPS BY EEO CATEGORY PERMANENT EMPLOYEES ONLY	18
TABLE B - WAGE GAP BASED ON JOB CONTENT	21
TABLES 15 - 37	
EMPLOYEES BY EEO CATEGORY	23
AFFECTED GROUPS FOR PERMANENT EMPLOYEES ONLY	23
AVERAGE AGE OF EMPLOYEES BY EEO CATEGORY	24

AVERAGE AGE OF MALE/FEMALE EMPLOYEES BY EEO CATEGORY	25
NUMBER OF PERMANENT EMPLOYEES BY PAY PLAN	26
EMPLOYEE DISTRIBUTION BY OCCUPATIONAL CATEGORY	27
AVERAGE ANNUAL PAY OF MALE/FEMALE	28
STATEWIDE PAY PLAN 060	29
AFFECTED GROUPS BY PAY PLANS	30
CLASSIFICATION EXEMPT PAY PLAN 000	30
LIQUOR STORE PAY PLAN 061	30
BLUE COLLAR PAY PLAN 062	30
TEACHERS PAY PLAN 063 & 064	31
PHYSICIANS PAY PLAN 067	31
AVERAGE MALE/FEMALE SALARY DIFFERENCES BY PAY PLAN	32
AVERAGE ANNUAL PAY BY SEX	33
CLASSIFICATION EXEMPT PAY PLAN 000	34
LIQUOR STORE PAY PLAN 061	34
BLUE COLLAR PAY PLAN 062	34
TEACHERS PAY PLAN 063 & 064	35
PHYSICIANS PAY PLAN 067	35
MALE AND FEMALE PERCENTAGES BY GRADE	36
CLASSIFICATION EXEMPT PAY PLAN 000	36
LIQUOR STORE PAY PLAN 061	36
BLUE COLLAR PAY PLAN 062	36
TEACHERS PAY PLAN 063 & 064	37
PHYSICIANS PAY PLAN 067	37
AVERAGE ANNUAL PAY BY DISABILITY	38
CLASSIFICATION EXEMPT PAY PLAN 000	39
LIQUOR STORE PAY PLAN 061	39
BLUE COLLAR PAY PLAN 062	39
TEACHERS PAY PLAN 063 & 064	40
PHYSICIANS PAY PLAN 067	40
AVERAGE ANNUAL PAY BY RACE	41
CLASSIFICATION EXEMPT PAY PLAN 000	42
LIQUOR STORE PAY PLAN 061	42
BLUE COLLAR PAY PLAN 062	42
TEACHERS PAY PLAN 063 & 064	43
PHYSICIANS PAY PLAN 067	43
APPLICATION RATES	44
SELECTION RATES	45
CHAPTER III - STATE EMPLOYEE INCENTIVE AWARDS PROGRAM	46

INTRODUCTION

The Department of Administration is charged with encouraging and exercising leadership in the development of effective personnel administration within the several agencies in the State and making available the facilities of the department to this end. (2-18-102, MCA.)

To this end, a State of Montana Employee Profile has been developed to describe our workforce and related personnel activities.

The profile contains general statistical information about state employees, such as number of employees by agency, average age, average salary, full-time versus part-time employees, and number of employees by county.

The department has three specific reporting requirements which are met in this report.

The first, required in 2-18-209, MCA, is a status report to the Legislature of the study of the comparable worth standard and the extent to which Montana's classification plan and pay schedules adhere to or fall short of the standard of equal pay for comparable worth. The department is to make recommendations to the legislature as to what impediments exist to meet this standard.

The second, required by Executive Order 24-81, is a report to the Governor on the status of the Equal Employment Opportunity program.

The third, found in 2-18-1103, MCA, is a report to the Legislature containing a list of incentive awards and the corresponding savings to the state resulting from each employee's suggestion or invention. The department also is to provide a general review of and make recommendations for improving the program.

For further information on these topics contact the State Personnel Division at 444-3871.

CHAPTER I

PROFILE OF STATE EMPLOYEES

The average State of Montana employee could be a man or a woman who is around 40 years of age. The employee earns \$11.62 per hour or an annual salary of \$24,168.63. The employee has been with the State for about eight years and in the current position for slightly less than four years.

The employee has an average vacation leave balance of 141.32 hours and an average sick leave balance of 308.91 hours. If the employee is non-exempt for overtime purposes, he or she probably does not have a balance of non-exempt compensatory time. If the employee is exempt, he or she probably has a balance averaging 70 hours.

A summary of this information and detailed breakdowns by agency follow in this chapter.

OVERVIEW OF STATE EMPLOYEES

Total number employees: 11,367
10,893 permanent full-time and part-time
474 temporary

Total FTEs:
Employee FTEs = 10,500.26
Budgeted FTEs = 11,278.19

Male Employees: 6,128
Female Employees: 5,239

Minority Employees:
American Indian = 230
Other Minorities = 54

Disabled Employees: 326

Average Age: 41 years
Men = 41
Women = 40

Total Vacation Leave Accrued: 1,606,426.2 hours
Average per employee = 141.32 hours

Total Sick Leave Accrued: 3,511,422.89 hours
Average per employee = 308.91 hours

Total Non-Exempt Compensatory Time Accrued: 80,217 hours
Average per 2,477 employees with a balance = 32.89 hours

Total Exempt Compensatory Time Accrued: 123,263.7 hours
Average per 1,762 employees with a balance = 69.96 hours

Average Length of Service in State Government: 7.96 years
Average in current position = 3.56 years

Average Salary:
Hourly = \$11.62
Annual = \$24,168.63

TABLE 1

STATE OF MONTANA
NUMBER OF EMPLOYEES BY AGENCY
OCTOBER 26, 1992

Agency	Number of Employees*	Permanent**	Temporary***
LEGISLATIVE	132	132	0
SUPREME COURT	52	52	0
GOVERNOR'S OFFICE	51	51	0
SECRETARY OF STATE	33	33	0
COMMISSIONER OF POLITICAL PRACTICES	3	3	0
STATE AUDITOR	60	60	0
OFFICE OF PUBLIC INSTRUCTION	164	164	0
JUSTICE	629	628	1
PUBLIC SERVICE COMMISSION	40	40	0
BOARD OF PUBLIC EDUCATION	4	4	0
COMMISSIONER OF HIGHER EDUCATION	73	71	2
SCHOOL FOR THE DEAF & BLIND	121	121	0
MONTANA ARTS COUNCIL	9	9	0
STATE LIBRARY	47	46	1
COUNCIL ON VOCATIONAL EDUCATION	3	3	0
MONTANA HISTORICAL SOCIETY	62	55	7
FISH, WILDLIFE & PARKS	667	510	157
HEALTH & ENVIRONMENTAL SCIENCE	404	404	0
TRANSPORTATION	1907	1859	48
STATE LANDS	491	290	201
LIVESTOCK	127	127	0
NATURAL RESOURCE & CONSERVATION	245	245	0
REVENUE	681	649	32
ADMINISTRATION	349	336	13
STATE FUND	211	209	2
AGRICULTURE	99	97	2
CORRECTIONS & HUMAN SERVICES	197	193	4
MONTANA DEVELOPMENTAL CENTER	366	366	0
CENTER FOR THE AGED	120	120	0
EASTMONT TRAINING CENTER	118	118	0
MONTANA STATE PRISON	459	457	2
SWAN RIVER FOREST CAMP	34	34	0
MONTANA VETERANS HOME	110	110	0
MONTANA STATE HOSPITAL	696	696	0
BOARD OF PARDONS	5	5	0
COMMERCE	315	314	1
LABOR & INDUSTRY	671	670	1
MILITARY AFFAIRS	99	99	0
SOCIAL & REHABILITATION SERVICES	892	892	0
FAMILY SERVICES	423	423	0
MOUNTAIN VIEW SCHOOL	78	78	0
PINE HILLS SCHOOL	120	120	0
STATE TOTALS:	11367	10893	474

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials, and Legislators.

** Includes Full-Time and Part-Time Positions.

*** Includes Temporary, Seasonal, and Intermittent Positions.

TABLE 2

STATE OF MONTANA
 NUMBER OF EMPLOYEES AND
 FULL-TIME EQUIVALENT BY AGENCY
 OCTOBER 26, 1992

Agency	Number of Employees*	FTE Employees	FTE Budgeted Positions
LEGISLATIVE	132	130.10	96.30
SUPREME COURT	52	47.50	49.50
GOVERNOR'S OFFICE	51	47.25	56.50
SECRETARY OF STATE	33	31.30	34.25
COMMISSIONER OF POLITICAL PRACTICES	3	3.00	3.25
STATE AUDITOR	60	59.10	70.00
OFFICE OF PUBLIC INSTRUCTION	164	135.94	139.23
JUSTICE	629	621.58	661.92
PUBLIC SERVICE COMMISSION	40	39.10	42.00
BOARD OF PUBLIC EDUCATION	4	4.00	4.00
COMMISSIONER OF HIGHER EDUCATION	73	68.05	69.38
SCHOOL FOR THE DEAF & BLIND	121	109.89	85.38
MONTANA ARTS COUNCIL	9	8.50	8.97
STATE LIBRARY	47	40.87	37.20
COUNCIL ON VOCATIONAL EDUCATION	3	2.50	2.50
MONTANA HISTORICAL SOCIETY	62	47.97	51.84
FISH, WILDLIFE & PARKS	667	386.02	599.30
HEALTH & ENVIRONMENTAL SCIENCE	404	388.07	422.54
TRANSPORTATION	1907	1902.96	2020.07
STATE LANDS	491	275.17	372.03
LIVESTOCK	127	121.75	119.71
NATURAL RESOURCE & CONSERVATION	245	237.23	267.70
REVENUE	681	673.81	708.99
ADMINISTRATION	349	332.65	358.14
STATE FUND	211	205.65	217.90
AGRICULTURE	99	81.80	102.00
CORRECTIONS & HUMAN SERVICES	197	190.10	2057.64
MONTANA DEVELOPMENTAL CENTER	366	356.00	--
CENTER FOR THE AGED	120	95.57	--
EASTMONT TRAINING CENTER	118	103.02	--
MONTANA STATE PRISON	459	450.56	--
SWAN RIVER FOREST CAMP	34	29.18	--
MONTANA VETERANS HOME	110	78.65	--
MONTANA STATE HOSPITAL	696	686.63	--
BOARD OF PARDONS	5	5.00	--
COMMERCE	315	310.65	340.52
LABOR & INDUSTRY	671	661.75	670.43
MILITARY AFFAIRS	99	98.25	103.25
SOCIAL & REHABILITATION SERVICES	892	863.65	918.15
FAMILY SERVICES	423	391.04	587.60
MOUNTAIN VIEW SCHOOL	78	66.89	--
PINE HILLS SCHOOL	120	111.56	--
STATE TOTALS:	11367	10500.26	11,278.19

* Includes all state employees except University Systems, Vo-Tech, State Elected Officials, and State Legislators.

TABLE 3

STATE OF MONTANA
NUMBER OF EMPLOYEES BY COUNTY
OCTOBER 26, 1992

COUNTY	NUMBER OF EMPLOYEES*	PERMANENT**	TEMPORARY***
BEAVERHEAD	71	61	10
BIG HORN	45	44	1
BLAINE	24	24	0
BROADWATER	14	14	0
CARBON	25	23	2
CARTER	3	3	0
CASCADE	595	585	10
CHOUTEAU	29	25	4
CUSTER	293	269	24
DANIELS	7	7	0
DAWSON	239	236	3
DEER LODGE	754	735	19
FALLON	18	15	3
FERGUS	227	222	5
FLATHEAD	482	416	66
GALLATIN	300	274	26
GARFIELD	9	8	1
GLACIER	45	44	1
GOLDEN VALLEY	3	3	0
GRANITE	16	16	0
HILL	99	95	4
JEFFERSON	415	415	0
JUDITH BASIN	9	7	2
LAKE	118	115	3
LEWIS & CLARK	4662	4562	100
LIBERTY	3	3	0
LINCOLN	70	64	6
MADISON	18	14	4
MCCONE	18	16	2
MEAGHER	10	10	0
MINERAL	32	32	0
MISSOULA	600	535	65
MUSSELSHELL	14	14	0
PARK	47	46	1
PETROLEUM	2	2	0
PHILLIPS	24	21	3
PONDERA	30	30	0
POWDER RIVER	17	17	0
POWELL	625	610	15
PRAIRIE	7	6	1
RAVALLI	63	56	7
RICHLAND	46	40	6
ROOSEVELT	68	67	1
ROSEBUD	43	41	2
SANDERS	42	39	3
SHERIDAN	18	17	1
SILVER BOW	236	232	4
STILLWATER	15	15	0
SWEET GRASS	19	18	1
TETON	21	20	1
TOOLE	39	38	1
TREASURE	6	6	0
VALLEY	92	83	9
WHEATLAND	12	12	0
WIBAUX	8	7	1
YELLOWSTONE	609	561	48
COUNTY NOT INPUT	11	3	8
STATE TOTALS:	11367	10893	474

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials, and Legislators.

** Includes Full-Time and Part-Time Positions.

*** Includes Temporary, Seasonal, and Intermittent Positions.

TABLE 4

STATE OF MONTANA
MALE AND FEMALE EMPLOYEES BY AGENCY
OCTOBER 26, 1992

Agency	Total	Employees*		Permanent**		Temporary***		
		Male	Female	Male	Female	Male	Female	
LEGISLATIVE	132	57	75	57	75	0	0	
SUPREME COURT	52	17	35	17	35	0	0	
GOVERNOR'S OFFICE	51	22	29	22	29	0	0	
SECRETARY OF STATE	33	7	26	7	26	0	0	
COMMISSIONER OF POLITICAL PRACTICES	3	0	3	0	3	0	0	
STATE AUDITOR	60	25	35	25	35	0	0	
OFFICE OF PUBLIC INSTRUCTION	164	49	115	49	115	0	0	
JUSTICE	629	332	297	332	296	0	1	
PUBLIC SERVICE COMMISSION	40	22	18	22	18	0	0	
BOARD OF PUBLIC EDUCATION	4	2	2	2	2	0	0	
COMMISSIONER OF HIGHER EDUCATION	73	18	55	18	53	0	2	
SCHOOL FOR THE DEAF & BLIND	121	30	91	30	91	0	0	
MONTANA ARTS COUNCIL	9	2	7	2	7	0	0	
STATE LIBRARY	47	19	28	19	27	0	1	
COUNCIL ON VOCATIONAL EDUCATION	3	1	2	1	2	0	0	
MONTANA HISTORICAL SOCIETY	62	21	41	18	37	3	4	
FISH, WILDLIFE & PARKS	667	508	159	391	119	117	40	
HEALTH & ENVIRONMENTAL SCIENCE	404	182	222	182	222	0	0	
TRANSPORTATION	1907	1614	293	1581	278	33	15	
STATE LANDS	491	395	96	218	72	177	24	
LIVESTOCK	127	79	48	79	48	0	0	
NATURAL RESOURCE & CONSERVATION	245	146	99	146	99	0	0	
REVENUE	681	295	386	280	369	15	17	
ADMINISTRATION	349	179	170	177	159	2	11	
STATE FUND	211	73	138	72	137	1	1	
AGRICULTURE	99	55	44	54	43	1	1	
CORRECTIONS & HUMAN SERVICES	197	92	105	89	104	3	1	
MONTANA DEVELOPMENTAL CENTER	366	194	172	194	172	0	0	
CENTER FOR THE AGED	120	31	89	31	89	0	0	
EASTMONT TRAINING CENTER	118	19	99	19	99	0	0	
MONTANA STATE PRISON	459	386	73	385	72	1	1	
SWAN RIVER FOREST CAMP	34	30	4	30	4	0	0	
MONTANA VETERANS HOME	110	13	97	13	97	0	0	
MONTANA STATE HOSPITAL	696	303	393	303	393	0	0	
BOARD OF PARDONS	5	3	2	3	2	0	0	
COMMERCE	315	161	154	161	153	0	1	
LABOR & INDUSTRY	671	281	390	280	390	1	0	
MILITARY AFFAIRS	99	79	20	79	20	0	0	
SOCIAL & REHABILITATION SERVICES	892	170	722	170	722	0	0	
FAMILY SERVICES	423	105	318	105	318	0	0	
MOUNTAIN VIEW SCHOOL	78	22	56	22	56	0	0	
PINE HILLS SCHOOL	120	89	31	89	31	0	0	
STATE TOTALS:	11367	6128	5239	5774	5119	354	120	

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials, and Legislators.

** Includes Full-Time and Part-Time Positions.

*** Includes Temporary, Seasonal, and Intermittent Positions.

TABLE 5

STATE OF MONTANA
MINORITY EMPLOYEES BY AGENCY
OCTOBER 26, 1992

Agency	Total	Employees*			Permanent**			Temporary***		
		American Indian	Other Minorities		American Indian	Other Minorities		American Indian	Other Minorities	
LEGISLATIVE	132	0	1		0	1		0	0	0
SUPREME COURT	52	0	0		0	0		0	0	0
GOVERNOR'S OFFICE	51	1	0		1	0		0	0	0
SECRETARY OF STATE	33	0	0		0	0		0	0	0
COMMISSIONER OF POLITICAL PRACTICES	3	0	0		0	0		0	0	0
STATE AUDITOR	60	1	0		1	0		0	0	0
OFFICE OF PUBLIC INSTRUCTION	164	4	2		4	2		0	0	0
JUSTICE	629	7	3		7	3		0	0	0
PUBLIC SERVICE COMMISSION	40	0	1		0	1		0	0	0
BOARD OF PUBLIC EDUCATION	4	0	0		0	0		0	0	0
COMMISSIONER OF HIGHER EDUCATION	73	9	0		8	0		1	0	0
SCHOOL FOR THE DEAF & BLIND	121	0	3		0	3		0	0	0
MONTANA ARTS COUNCIL	9	0	0		0	0		0	0	0
STATE LIBRARY	47	0	1		0	1		0	0	0
COUNCIL ON VOCATIONAL EDUCATION	3	0	0		0	0		0	0	0
MONTANA HISTORICAL SOCIETY	62	0	0		0	0		0	0	0
FISH, WILDLIFE & PARKS	667	2	1		1	1		1	0	0
HEALTH & ENVIRONMENTAL SCIENCE	404	4	2		4	2		0	0	0
TRANSPORTATION	1907	65	6		62	6		3	0	0
STATE LANDS	491	10	1		8	0		2	1	0
LIVESTOCK	127	1	0		1	0		0	0	0
NATURAL RESOURCE & CONSERVATION	245	2	3		2	3		0	0	0
REVENUE	681	12	1		11	1		1	0	0
ADMINISTRATION	349	4	2		4	2		0	0	0
STATE FUND	211	4	0		4	0		0	0	0
AGRICULTURE	99	1	0		1	0		0	0	0
CORRECTIONS & HUMAN SERVICES	197	3	0		3	0		0	0	0
MONTANA DEVELOPMENTAL CENTER	366	8	3		8	3		0	0	0
CENTER FOR THE AGED	120	3	0		3	0		0	0	0
EASTMONT TRAINING CENTER	118	1	1		1	1		0	0	0
MONTANA STATE PRISON	459	2	3		2	3		0	0	0
SWAN RIVER FOREST CAMP	34	0	0		0	0		0	0	0
MONTANA VETERANS HOME	110	5	3		5	3		0	0	0
MONTANA STATE HOSPITAL	696	26	3		26	3		0	0	0
BOARD OF PARDONS	5	0	0		0	0		0	0	0
COMMERCE	315	6	1		6	1		0	0	0
LABOR & INDUSTRY	671	10	4		10	4		0	0	0
MILITARY AFFAIRS	99	0	0		0	0		0	0	0
SOCIAL & REHABILITATION SERVICES	892	18	5		18	5		0	0	0
FAMILY SERVICES	423	17	4		17	4		0	0	0
MOUNTAIN VIEW SCHOOL	78	4	0		4	0		0	0	0
PINE HILLS SCHOOL	120	0	0		0	0		0	0	0
STATE TOTALS:	11367	230	54		222	53		8	1	

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials, and Legislators.

** Includes Full-Time and Part-Time Positions.

*** Includes Temporary, Seasonal, and Intermittent Positions.

TABLE 6

STATE OF MONTANA
 DISABLED EMPLOYEES BY AGENCY*
 OCTOBER 26, 1992

Agency	Total	Employees** Disabled	Permanent*** Disabled	Temporary**** Disabled
LEGISLATIVE	132	1	1	0
SUPREME COURT	52	0	0	0
GOVERNOR'S OFFICE	51	0	0	0
SECRETARY OF STATE	33	1	1	0
COMMISSIONER OF POLITICAL PRACTICES	3	1	1	0
STATE AUDITOR	60	1	1	0
OFFICE OF PUBLIC INSTRUCTION	164	8	8	0
JUSTICE	629	15	15	0
PUBLIC SERVICE COMMISSION	40	0	0	0
BOARD OF PUBLIC EDUCATION	4	0	0	0
COMMISSIONER OF HIGHER EDUCATION	73	0	0	0
SCHOOL FOR THE DEAF & BLIND	121	17	17	0
MONTANA ARTS COUNCIL	9	0	0	0
STATE LIBRARY	47	1	1	0
COUNCIL ON VOCATIONAL EDUCATION	3	0	0	0
MONTANA HISTORICAL SOCIETY	62	0	0	0
FISH, WILDLIFE & PARKS	667	14	9	5
HEALTH & ENVIRONMENTAL SCIENCE	404	3	3	0
TRANSPORTATION	1907	45	44	1
STATE LAND	491	11	11	0
LIVESTOCK	127	2	2	0
NATURAL RESOURCE & CONSERVATION	245	3	3	0
REVENUE	681	21	21	0
ADMINISTRATION	349	8	8	0
STATE FUND	211	10	10	0
AGRICULTURE	99	3	3	0
CORRECTIONS & HUMAN SERVICES	197	6	4	2
MONTANA DEVELOPMENTAL CENTER	366	6	6	0
CENTER FOR THE AGED	120	4	4	0
EASTMONT TRAINING CENTER	118	0	0	0
MONTANA STATE PRISON	459	8	8	0
SWAN RIVER FOREST CAMP	34	1	1	0
MONTANA VETERANS HOME	110	3	3	0
MONTANA STATE HOSPITAL	696	22	22	0
BOARD OF PARDONS	5	0	0	0
COMMERCE	315	13	13	0
LABOR & INDUSTRY	671	43	43	0
MILITARY AFFAIRS	99	5	5	0
SOCIAL & REHABILITATION SERVICES	892	37	37	0
FAMILY SERVICES	423	11	11	0
MOUNTAIN VIEW SCHOOL	78	0	0	0
PINE HILLS SCHOOL	120	2	2	0
STATE TOTALS:	11367	326	318	8

* Disability status is voluntarily provided by employees and data is not complete.

** Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials, and Legislators.

*** Includes Full-Time and Part-Time Positions.

**** Includes Temporary, Seasonal, and Intermittent Positions.

TABLE 7

STATE OF MONTANA
AVERAGE AGE OF EMPLOYEES BY AGENCY
OCTOBER 26, 1992

Agency	Employees* Average Age	Permanent** Average Age	Temporary*** Average Age
LEGISLATIVE	37	37	0
SUPREME COURT	40	40	0
GOVERNOR'S OFFICE	44	44	0
SECRETARY OF STATE	38	38	0
COMMISSIONER OF POLITICAL PRACTICES	48	48	0
STATE AUDITOR	41	41	0
OFFICE OF PUBLIC INSTRUCTION	44	44	0
JUSTICE	41	40	55
PUBLIC SERVICE COMMISSION	41	41	0
BOARD OF PUBLIC EDUCATION	38	38	0
COMMISSIONER OF HIGHER EDUCATION	38	38	26
SCHOOL FOR THE DEAF & BLIND	40	40	0
MONTANA ARTS COUNCIL	36	36	0
STATE LIBRARY	40	40	35
COUNCIL ON VOCATIONAL EDUCATION	42	42	0
MONTANA HISTORICAL SOCIETY	43	42	44
FISH, WILDLIFE & PARKS	40	41	37
HEALTH & ENVIRONMENTAL SCIENCE	41	41	0
TRANSPORTATION	42	42	35
STATE LANDS	38	40	34
LIVESTOCK	42	42	0
NATURAL RESOURCE & CONSERVATION	40	40	0
REVENUE	42	41	47
ADMINISTRATION	40	40	49
STATE FUND	39	39	32
AGRICULTURE	42	42	30
CORRECTIONS & HUMAN SERVICES	41	41	47
MONTANA DEVELOPMENTAL CENTER	39	39	0
CENTER FOR THE AGED	43	43	0
EASTMONT TRAINING CENTER	40	40	0
MONTANA STATE PRISON	40	40	34
SWAN RIVER FOREST CAMP	45	45	0
MONTANA VETERANS HOME	44	44	0
MONTANA STATE HOSPITAL	42	42	0
BOARD OF PARDONS	35	35	0
COMMERCE	41	41	57
LABOR & INDUSTRY	43	42	66
MILITARY AFFAIRS	40	40	0
SOCIAL & REHABILITATION SERVICES	41	41	0
FAMILY SERVICES	42	42	0
MOUNTAIN VIEW SCHOOL	42	42	0
PINE HILLS SCHOOL	44	44	0
STATE AVERAGE:	41	41	37

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials, and Legislators.

** Includes Full-Time and Part-Time Positions.

*** Includes Temporary, Seasonal, and Intermittent Positions.

TABLE 8

STATE OF MONTANA
 AVERAGE AGE OF MALE/FEMALE
 EMPLOYEES BY AGENCY
 OCTOBER 26, 1992

Agency	Employees* Average Age	Male Average Age	Female Average Age
LEGISLATIVE	37	38	36
SUPREME COURT	40	37	42
GOVERNOR'S OFFICE	44	44	44
SECRETARY OF STATE	38	39	37
COMMISSIONER OF POLITICAL PRACTICES	48	0	48
STATE AUDITOR	41	42	41
OFFICE OF PUBLIC INSTRUCTION	44	45	43
JUSTICE	41	41	41
PUBLIC SERVICE COMMISSION	41	42	40
BOARD OF PUBLIC EDUCATION	38	42	33
COMMISSIONER OF HIGHER EDUCATION	38	40	37
SCHOOL FOR THE DEAF & BLIND	40	41	40
MONTANA ARTS COUNCIL	36	45	34
STATE LIBRARY	40	39	41
COUNCIL ON VOCATIONAL EDUCATION	42	59	34
MONTANA HISTORICAL SOCIETY	43	44	42
FISH, WILDLIFE & PARKS	40	40	40
HEALTH & ENVIRONMENTAL SCIENCE	41	41	41
TRANSPORTATION	42	42	39
STATE LANDS	38	38	39
LIVESTOCK	42	43	40
NATURAL RESOURCE & CONSERVATION	40	41	39
REVENUE	42	42	41
ADMINISTRATION	40	41	40
STATE FUND	39	40	38
AGRICULTURE	42	43	41
CORRECTIONS & HUMAN SERVICES	41	43	40
MONTANA DEVELOPMENTAL CENTER	39	38	40
CENTER FOR THE AGED	43	47	42
EASTMONT TRAINING CENTER	40	37	41
MONTANA STATE PRISON	40	40	39
SWAN RIVER FOREST CAMP	45	44	48
MONTANA VETERANS HOME	44	47	43
MONTANA STATE HOSPITAL	42	42	41
BOARD OF PARDONS	35	40	27
COMMERCE	41	44	39
LABOR & INDUSTRY	43	46	40
MILITARY AFFAIRS	40	40	42
SOCIAL & REHABILITATION SERVICES	41	43	41
FAMILY SERVICES	42	42	42
MOUNTAIN VIEW SCHOOL	42	43	41
PINE HILLS SCHOOL	44	43	44
STATE AVERAGE:	41	41	40

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials, and Legislators.

TABLE 9

STATE OF MONTANA
 EMPLOYEE AGE BREAKDOWN
 STATEWIDE SUMMARY
 OCTOBER 26, 1992

Age Group	Number of Employees*	Percent
19 & UNDER	30	0.26
20 - 24	346	3.04
25 - 29	921	8.10
30 - 34	1561	13.73
35 - 39	2065	18.17
40 - 44	2215	19.49
45 - 49	1759	15.47
50 - 54	1196	10.52
55 - 59	741	6.52
60 - 64	359	3.16
65 - 69	72	0.63
70 - 74	25	0.22
75 - 79	10	0.09
80 & OVER	2	0.02
AGE NOT INPUT	65	0.57
STATE TOTALS:	11367	100.0

* Includes data from all state employees except University System, Vo-Tech employees, State Elected Officials and Legislators.

TABLE 10

**STATE OF MONTANA
ACCUMULATED VACATION REPORT
FOR EMPLOYEES BY AGENCY
OCTOBER 26, 1992**

Agency	Number of Employees*	Vacation Leave	
		Total Accumulated	Average Per Employee
LEGISLATIVE	132	16,726.77	126.71
SUPREME COURT	52	3,419.63	65.76
GOVERNOR'S OFFICE	51	9,569.66	187.64
SECRETARY OF STATE	33	3,550.36	107.58
COMMISSIONER OF POLITICAL PRACTICES	3	448.75	149.58
STATE AUDITOR	60	7,745.41	129.09
OFFICE OF PUBLIC INSTRUCTION	164	24,772.59	151.05
JUSTICE	629	108,307.23	172.18
PUBLIC SERVICE COMMISSION	40	7,488.50	187.21
BOARD OF PUBLIC EDUCATION	4	443.68	110.92
COMMISSIONER OF HIGHER EDUCATION	73	7,592.92	104.01
SCHOOL FOR THE DEAF & BLIND	121	4,783.59	39.53
MONTANA ARTS COUNCIL	9	1,695.63	188.40
STATE LIBRARY	47	3,359.11	71.47
COUNCIL ON VOCATIONAL EDUCATION	3	407.66	135.88
MONTANA HISTORICAL SOCIETY	62	5,631.50	90.83
FISH, WILDLIFE & PARKS	667	132,664.10	198.89
HEALTH & ENVIRONMENTAL SCIENCE	404	51,497.76	127.46
TRANSPORTATION	1907	348,000.67	182.48
STATE LANDS	491	54,018.22	110.01
LIVESTOCK	127	21,344.52	168.06
NATURAL RESOURCE & CONSERVATION	245	31,326.96	127.86
REVENUE	681	86,636.26	127.21
ADMINISTRATION	349	46,206.42	132.39
STATE FUND	211	21,372.10	101.28
AGRICULTURE	99	16,160.81	163.24
CORRECTIONS & HUMAN SERVICES	197	30,786.11	156.27
MONTANA DEVELOPMENTAL CENTER	366	28,618.52	78.19
CENTER FOR THE AGED	120	11,264.57	93.87
EASTMONT TRAINING CENTER	118	10,044.71	85.12
MONTANA STATE PRISON	459	51,026.80	111.16
SWAN RIVER FOREST CAMP	34	3,821.95	112.41
MONTANA VETERANS HOME	110	6,398.51	58.16
MONTANA STATE HOSPITAL	696	75,958.81	109.13
BOARD OF PARDONS	5	1,081.00	216.20
COMMERCE	315	50,824.19	161.34
LABOR & INDUSTRY	671	96,697.82	144.11
MILITARY AFFAIRS	99	12,915.07	130.45
SOCIAL & REHABILITATION SERVICES	892	123,288.37	138.21
FAMILY SERVICES	423	63,431.26	149.95
MOUNTAIN VIEW SCHOOL	78	7,719.85	98.97
PINE HILLS SCHOOL	120	17,377.85	144.81
STATE TOTALS:	11367	1,606,426.20	141.32

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

TABLE 11

STATE OF MONTANA
ACCUMULATED SICK LEAVE REPORT
FOR EMPLOYEES BY AGENCY
OCTOBER 26, 1992

Agency	Number of Employees*	Sick Leave	
		Total Accumulated	Average Per Employee
LEGISLATIVE	132	39,238.11	297.25
SUPREME COURT	52	6,550.64	125.97
GOVERNOR'S OFFICE	51	18,797.21	368.57
SECRETARY OF STATE	33	6,244.19	189.21
COMMISSIONER OF POLITICAL PRACTICES	3	374.28	124.76
STATE AUDITOR	60	11,734.55	195.57
OFFICE OF PUBLIC INSTRUCTION	164	43,422.37	264.77
JUSTICE	629	285,005.51	453.10
PUBLIC SERVICE COMMISSION	40	12,859.21	321.48
BOARD OF PUBLIC EDUCATION	4	311.18	77.79
COMMISSIONER OF HIGHER EDUCATION	73	11,263.59	154.29
SCHOOL FOR THE DEAF & BLIND	121	37,930.92	313.47
MONTANA ARTS COUNCIL	9	2,394.37	266.04
STATE LIBRARY	47	5,253.88	111.78
COUNCIL ON VOCATIONAL EDUCATION	3	957.22	319.07
MONTANA HISTORICAL SOCIETY	62	11,956.13	192.84
FISH, WILDLIFE & PARKS	667	395,374.49	592.76
HEALTH & ENVIRONMENTAL SCIENCE	404	103,193.86	255.43
TRANSPORTATION	1907	767,743.85	402.59
STATE LANDS	491	132,535.98	269.93
LIVESTOCK	127	69,667.03	548.55
NATURAL RESOURCE & CONSERVATION	245	71,002.98	289.80
REVENUE	681	152,145.23	223.41
ADMINISTRATION	349	94,089.33	269.59
STATE FUND	211	41,489.34	196.63
AGRICULTURE	99	37,782.92	381.64
CORRECTIONS & HUMAN SERVICES	197	62,113.68	315.29
MONTANA DEVELOPMENTAL CENTER	366	42,223.34	115.36
CENTER FOR THE AGED	120	26,053.41	217.11
EASTMONT TRAINING CENTER	118	19,740.17	167.28
MONTANA STATE PRISON	459	104,692.05	228.08
SWAN RIVER FOREST CAMP	34	8,900.60	261.78
MONTANA VETERANS HOME	110	14,056.38	127.78
MONTANA STATE HOSPITAL	696	129,446.67	185.98
BOARD OF PARDONS	5	3,603.07	720.61
COMMERCE	315	89,852.10	285.24
LABOR & INDUSTRY	671	222,644.58	331.81
MILITARY AFFAIRS	99	33,073.35	334.07
SOCIAL & REHABILITATION SERVICES	892	233,772.51	262.07
FAMILY SERVICES	423	110,848.46	262.05
MOUNTAIN VIEW SCHOOL	78	12,979.55	166.40
PINE HILLS SCHOOL	120	38,124.60	317.70
STATE TOTALS:	11367	3,511,442.89	308.91

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

TABLE 12

STATE OF MONTANA
COMPENSATORY TIME REPORT FOR EMPLOYEES BY AGENCY
NON-EXEMPT EMPLOYEES
OCTOBER 26, 1992

Agency	<u>Number of Employees*</u> that are with Non-Exempt Comp Time	<u>Accumulated Compensatory Time</u>	<u>Total</u>	<u>Average</u>
LEGISLATIVE	5	0	0.00	0.00
SUPREME COURT	22	3	67.00	22.33
GOVERNOR'S OFFICE	13	5	97.00	19.40
SECRETARY OF STATE	24	11	41.10	3.74
STATE AUDITOR	40	0	0.00	0.00
OFFICE OF PUBLIC INSTRUCTION	80	32	813.10	25.41
JUSTICE	550	174	6777.90	38.95
PUBLIC SERVICE COMMISSION	17	10	82.50	8.25
BOARD OF PUBLIC EDUCATION	3	3	139.00	46.33
COMMISSIONER OF HIGHER EDUCATION	49	24	692.90	28.87
SCHOOL FOR THE DEAF & BLIND	77	8	85.50	10.69
MONTANA ARTS COUNCIL	3	2	48.30	24.15
STATE LIBRARY	40	17	339.70	19.98
COUNCIL ON VOCATIONAL EDUCATION	1	0	0.00	0.00
MONTANA HISTORICAL SOCIETY	52	21	147.00	7.00
FISH, WILDLIFE & PARKS	415	230	8438.50	36.69
HEALTH & ENVIRONMENTAL SCIENCE	112	52	830.90	15.98
TRANSPORTATION	1803	487	21098.00	43.32
STATE LANDS	294	0	0.00	0.00
LIVESTOCK	83	27	1017.70	37.69
NATURAL RESOURCE & CONSERVATION	205	27	295.40	10.94
REVENUE	633	169	4524.00	26.77
ADMINISTRATION	238	103	1969.70	19.12
STATE FUND	178	93	1402.60	15.08
AGRICULTURE	82	42	1030.50	24.54
CORRECTIONS & HUMAN SERVICES	33	2	21.00	10.50
CENTER FOR THE AGED	99	0	0.00	0.00
EASTMONT TRAINING CENTER	11	4	46.50	11.63
MONTANA STATE PRISON	419	12	81.00	6.75
SWAN RIVER FOREST CAMP	2	1	39.30	39.30
MONTANA VETERANS HOME	94	1	3.70	3.70
BOARD OF PARDONS	1	0	0.00	0.00
COMMERCE	247	124	4006.80	32.31
LABOR & INDUSTRY	628	147	1393.70	9.48
MILITARY AFFAIRS	95	42	1591.00	37.88
SOCIAL & REHABILITATION SERVICES	849	239	2617.00	10.95
FAMILY SERVICES	408	276	17106.00	61.98
MOUNTAIN VIEW SCHOOL	75	23	609.00	26.48
PINE HILLS SCHOOL	114	66	2764.40	41.88
STATE TOTALS:	8094	2477	80217.70	32.39

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

TABLE 13

STATE OF MONTANA
 COMPENSATORY TIME REPORT FOR EMPLOYEES BY AGENCY
 EXEMPT EMPLOYEES
 OCTOBER 26, 1992

Agency	Number of Employees* that are with Exempt Comp Time		Accumulated Compensatory Time Total Average	
	Exempt	Comp Time	Total	Average
LEGISLATIVE	127	89	5485.10	61.63
SUPREME COURT	30	4	74.00	18.50
GOVERNOR'S OFFICE	38	32	3943.50	123.23
SECRETARY OF STATE	9	7	760.60	108.66
COMMISSIONER OF POLITICAL PRACTICES	3	3	89.90	29.97
STATE AUDITOR	20	7	693.00	99.00
OFFICE OF PUBLIC INSTRUCTION	84	68	6610.50	97.21
JUSTICE	79	64	3966.70	61.98
PUBLIC SERVICE COMMISSION	23	20	723.70	36.19
BOARD OF PUBLIC EDUCATION	1	1	25.00	25.00
COMMISSIONER OF HIGHER EDUCATION	24	20	2577.00	128.85
SCHOOL FOR THE DEAF & BLIND	44	11	136.00	12.36
MONTANA ARTS COUNCIL	6	6	1072.40	178.73
STATE LIBRARY	7	7	359.40	51.34
COUNCIL ON VOCATIONAL EDUCATION	2	2	44.50	22.25
MONTANA HISTORICAL SOCIETY	10	8	271.50	33.94
FISH, WILDLIFE & PARKS	252	246	33899.20	137.80
HEALTH & ENVIRONMENTAL SCIENCE	292	249	7183.90	28.85
TRANSPORTATION	104	86	8053.30	93.64
STATE LANDS	197	168	10012.60	59.60
LIVESTOCK	44	37	4744.50	128.23
NATURAL RESOURCE & CONSERVATION	40	20	1046.50	52.33
REVENUE	48	39	1807.60	46.35
ADMINISTRATION	111	82	2444.20	29.81
STATE FUND	33	31	2730.50	88.08
AGRICULTURE	17	17	1649.80	97.05
CORRECTIONS & HUMAN SERVICES	164	90	4615.70	51.29
MONTANA DEVELOPMENTAL CENTER	366	41	1546.30	37.71
CENTER FOR THE AGED	21	13	375.50	28.88
EASTMONT TRAINING CENTER	107	7	148.50	21.21
MONTANA STATE PRISON	40	25	1327.90	53.12
SWAN RIVER FOREST CAMP	32	20	1006.10	50.31
MONTANA VETERANS HOME	16	12	111.20	9.27
MONTANA STATE HOSPITAL	696	88	5711.50	64.90
BOARD OF PARDONS	4	3	64.50	21.50
COMMERCE	68	58	4768.30	82.21
LABOR & INDUSTRY	43	29	757.30	26.11
MILITARY AFFAIRS	4	4	542.10	135.53
SOCIAL & REHABILITATION SERVICES	43	36	1406.60	39.07
FAMILY SERVICES	15	9	398.80	44.31
MOUNTAIN VIEW SCHOOL	3	2	54.50	27.25
PINE HILLS SCHOOL	6	1	24.00	24.00
STATE TOTALS:	3273	1762	123263.70	69.96

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

TABLE 14

STATE OF MONTANA
LENGTH OF SERVICE FOR EMPLOYEES BY AGENCY
OCTOBER 26, 1992

Agency	Number of Employees*	<u>Average Length of Service</u>	
		in State Government	in Current Position
LEGISLATIVE	132	7.12	5.90
SUPREME COURT	52	4.42	3.01
GOVERNOR'S OFFICE	51	6.56	3.72
SECRETARY OF STATE	33	5.66	1.93
COMMISSIONER OF POLITICAL PRACTICES	3	2.66	2.66
STATE AUDITOR	60	5.53	2.66
OFFICE OF PUBLIC INSTRUCTION	164	7.86	4.03
JUSTICE	629	8.88	4.41
PUBLIC SERVICE COMMISSION	40	9.62	6.47
BOARD OF PUBLIC EDUCATION	4	1.00	0.75
COMMISSIONER OF HIGHER EDUCATION	73	3.49	2.13
SCHOOL FOR THE DEAF & BLIND	121	7.75	5.62
MONTANA ARTS COUNCIL	9	6.44	6.11
STATE LIBRARY	47	5.46	2.44
COUNCIL ON VOCATIONAL EDUCATION	3	3.66	3.66
MONTANA HISTORICAL SOCIETY	62	5.66	3.59
FISH, WILDLIFE & PARKS	667	8.71	4.35
HEALTH & ENVIRONMENTAL SCIENCE	404	6.15	3.20
TRANSPORTATION	1907	10.48	5.00
STATE LANDS	491	5.88	3.46
LIVESTOCK	127	9.24	5.49
NATURAL RESOURCE & CONSERVATION	245	8.36	5.58
REVENUE	681	7.45	4.23
ADMINISTRATION	349	7.70	3.65
STATE FUND	211	5.17	1.37
AGRICULTURE	99	7.22	5.00
CORRECTIONS & HUMAN SERVICES	197	6.89	4.01
MONTANA DEVELOPMENTAL CENTER	366	6.38	0.57
CENTER FOR THE AGED	120	6.99	0.62
EASTMONT TRAINING CENTER	118	5.35	0.72
MONTANA STATE PRISON	459	6.58	0.76
SWAN RIVER FOREST CAMP	34	8.38	0.67
MONTANA VETERANS HOME	110	5.16	0.72
MONTANA STATE HOSPITAL	696	9.20	0.70
BOARD OF PARDONS	5	4.40	0.60
COMMERCE	315	6.57	3.50
LABOR & INDUSTRY	671	8.52	3.93
MILITARY AFFAIRS	99	6.26	3.38
SOCIAL & REHABILITATION SERVICES	892	7.90	4.35
FAMILY SERVICES	423	7.29	2.65
MOUNTAIN VIEW SCHOOL	78	5.85	2.87
PINE HILLS SCHOOL	120	7.48	2.39
STATE AVERAGE:	11367	7.96	3.56

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

CHAPTER II

EQUAL EMPLOYMENT OPPORTUNITY AND COMPARABLE WORTH PROGRAMS

In 1981, the State of Montana affirmed its commitment to fair employment practices with Executive Order 24-81. The Executive Order commits the executive branch of government to an Equal Employment Opportunity (EEO) Program. The program objective is to "eliminate discrimination in personnel salaries and procedures, job structuring and classification, hiring, firing, promoting and training." The Department of Administration is required to implement and maintain the program.

As part of the EEO Program, the Department of Administration established a statewide Affirmative Action (AA) Program. The goal is to equalize employment opportunities for those groups of people historically denied equal access—women, minorities and people with disabilities. An EEO Officer in each agency develops the agency's program and works with managers to identify and correct discriminatory practices. Table A below shows the progress agencies have made since the program was implemented.

TABLE A
STATE OF MONTANA
AFFECTED GROUPS BY EEO CATEGORY
PERMANENT EMPLOYEES ONLY
COMPARING JULY 1, 1981 TO OCTOBER 26, 1992

EEO Category	Total Number*		% Female		% Minorities		% Disabled**	
	81	92	81	92	81	92	81	92
ADMINISTRATORS & OFFICIALS	449	877	17.8	27.8	1.0	2.1	---	3.0
PROFESSIONALS	3035	3639	32.5	42.2	2.5	2.8	---	3.5
TECHNICIANS	1707	2143	49.7	56.2	2.0	2.7	---	2.5
PROTECTIVE SERVICES	421	714	3.1	12.0	2.6	2.6	---	1.1
PARA PROFESSIONAL	842	903	64.5	61.2	3.1	4.8	---	2.2
CLERICAL	1690	1312	90.2	85.1	2.6	3.4	---	2.6
SKILLED CRAFT	414	792	1.7	5.0	1.9	5.5	---	2.6
SERVICE & MAINTENANCE	779	513	16.4	26.5	4.1	2.7	---	2.2
STATE TOTALS:	9390	10893	46.4	45.0	2.5	3.1	2.5	2.8

* Disability Status data was not available by EEO Categories in 1981. Approximately 245 (2.5%) people with disabilities were identified in the state's workforce.

In 1983, the Montana State Legislature affirmed its commitment to equitable pay practices in state government by enacting the "comparable worth statute." This law requires the Department of Administration, ". . ., [to] work toward the goal of establishing a standard of equal pay for comparable worth" (2-18-208, MCA). The department is required to report progress towards meeting this standard and to recommend removal of impediments. This 1992 update is the fifth such report.

COMPARABLE WORTH - A DEFINITION

Comparable worth is equal pay for jobs that are of equivalent value to a given employer despite the relative salaries in the surrounding labor market. Comparable worth assures that salaries of jobs are not based on the sex or race of employees. Instead, they are based on job characteristics the employer considers to be of value.

JOB EVALUATION

Objective job evaluation is essential to achieve comparable worth. Job evaluation in its simplest form is the process used to evaluate and measure jobs to establish relative job worth. To achieve comparable worth use of a bias-free job evaluation method that measures job content and can be applied consistently to all jobs is necessary.

A "point factoring" method is the job evaluation method of choice for measuring comparable worth.¹ With point factoring, jobs are assigned points to reflect strength or weaknesses in each of several predefined factors (e.g., skill, effort, responsibility). A hierarchy of jobs is constructed based on total points received. The job is placed in a grade and in turn in a pay range as determined by the point total. With a point-factoring system an Administrative Assistant can be compared to a Correctional Officer in terms of each predetermined factor. The relationship between job content and pay develops without regard to gender.

The Department of Administration is converting the state's job evaluation method to a point factoring method. The method of classifying jobs used historically has been cited in all previous reports as an impediment to measuring whether the state has achieved a standard of comparable worth. Implementation of the point factoring method, called the Benchmark Factoring Method (BFM) began in September, 1991. Approximately 330 classes in 30 occupational areas have been analyzed and converted to the BFM. Plans are to have all 1300+ classes converted to the new method by June, 1993.

Both the EEO and comparable worth analyses rely on data found in the tables in this report. For this comparable worth analysis, only the differences between salaries paid males and females are considered. The difference is often described as the "wage gap."

¹ Helen Remick, "Major Issues in A-priori Applications," Comparable Worth and Wage Discrimination, Temple University Press, (Philadelphia: 1984), p. 99.

THE WAGE GAP

The average salary for females under the statewide pay schedule is \$21,167 while the average salary for males is \$26,163-- a raw wage gap of 19 percent. This figure has decreased by approximately seven percent since the first comparable worth report in 1985. Table 25 (page 33) shows the current average male and female salary differences. Table 24 (page 32) shows the change in the wage gap since 1985.

COMPONENTS OF THE WAGE GAP

Job content and longevity - the components contained in law - should determine differences in earnings between male and female employees. The analyses in Table B (page 21) shows that 12.4% of the current wage gap can be attributed to differences in job content and longevity. Previous comparable worth reports have shown that most of the wage gap is a result of these components.

Longevity

Employees receive compensation for length of service (longevity) which is authorized in 2-18-304, MCA. Longevity currently accounts for one percent of the wage gap, down from three percent in the 1990 report. Male employees have received more salary increases based on longevity, explaining part of the wage gap.

Job Content

Employees covered by the statewide classification and pay schedule receive compensation for "responsibilities assumed" and "complexity of work" performed (job content) as authorized in 2-18-202, MCA. A point factor job evaluation method best measures differences in job content. Since a point factoring method has not been fully implemented for the statewide classification system, an alternate method of analysis was used relying on grouping all positions into the eight EEO categories.

To determine the amount of the wage gap caused by job content, total salary paid to positions in each EEO category was used. Combining salaries with other classes in the same EEO category mitigates the effect of salary disparities in any particular class. Total salary was apportioned based on the percent males or females employed in the category.

Table B shows a total average salary for female state employees that is 88.6 percent of male employees. This indicates that 11.4 percent of the wage gap

is the result of legitimate differences in job content. This much of the gap cannot be closed through efforts to achieve a standard of comparable worth.

TABLE 8
WAGE GAP BASED ON JOB CONTENT

EEO Category	MALE		FEMALE		Portions of Total Salary	
	Number 1992	% 1992	Number 1992	% 1992	Male	Female
Officials/Administrators	550	73%	202	27%	20,625,317	7,628,542
Professionals	1,895	58%	1,365	42%	51,496,875	37,290,841
Technicians	866	41%	1,223	59%	18,451,446	26,552,082
Protective Service	597	87%	87	13%	13,341,677	1,993,584
Para-Professional	347	41%	496	59%	5,984,821	8,612,304
Clerical	95	8%	1,073	92%	1,556,519	17,899,979
Craft	64	68%	30	32%	1,373,148	646,188
Service	254	57%	195	33%	4,302,787	3,245,963
STATE TOTALS:	4,668		4,671		117,132,590	103,869,483
AVERAGE SALARY:	25,092		22,237			

The salary for females is 88.6% of the salary for men. The wage gap is 11.4%.

A portion of the wage gap is produced because more males are in higher-paying jobs, while more females are in lower-paying jobs.

CONCLUSIONS AND RECOMMENDATIONS

A much more extensive analysis of comparable worth in Montana State government is available in comparable worth reports prepared for previous legislatures. (1985, 1987, 1989, 1991). Also a detailed comparison of the EEO Program is available in previous annual publications of the **Report to the Governor on EEO/AA Program**. The basic characteristics about comparable worth in Montana State government reported in these previous reports have not changed.

While it can be shown the State of Montana has practiced a policy of "equal pay for jobs of equal value," no systematic review has been conducted. For the most part, the standard has been met for employees in the statewide classification and pay schedule (pay plan 60). Separate pay plans continue to be an issue. For example, employees in the Blue Collar and Retail Clerks Pay Plans receive higher pay than those in comparable jobs under the statewide schedule (pay plan 60).

Job content and longevity explain the majority of the wage gap, but some still remains unexplained. However, some conjecture can be made about the unexplained portion.

Men tend to continue to dominate occupations that pay better than those dominated by women as illustrated in Table 25 (page 33). This may be the result of a variety or combination of historical, societal (artificial barriers) and market factors. Agencies are working to eliminate artificial barriers and improve the recruitment and selection process. As shown in Table A on page 18, agencies have made significant increases in the representation of women, minorities and people with disabilities.

The lack of a single standard of measurement that can be applied consistently and objectively is being eliminated through the implementation of the Benchmark Factoring Methodology, (BFM). The figure given for the wage gap produced by job content is a rough estimate. As more precise measurements of job content are made through BFM, more of the wage gap may be explained by legitimate differences in job content.

Other personnel and pay practices may affect the wage gap but have not been investigated. For example, more career ladders exist in male-dominant occupations than in female-dominant occupations.

Full implementation of BFM and a continued commitment to the EEO/AA Program will allow the state of Montana to meet the goals envisioned by the comparable worth statue and Executive Order on EEO. We recommend maintaining these current efforts.

TABLE 15

STATE OF MONTANA
 EMPLOYEES BY EEO CATEGORY
 OCTOBER 26, 1992

NUMBER OF EMPLOYEES

EEO Category	Employees*	Permanent**	Temporary***
ADMINISTRATORS & OFFICIALS	881	877	4
PROFESSIONALS	3687	3639	48
TECHNICIANS	2232	2143	89
PROTECTIVE SERVICES	723	714	9
PARA PROFESSIONAL	905	903	2
CLERICAL	1384	1312	72
SKILLED CRAFT	794	792	2
SERVICE & MAINTENANCE	761	513	248
STATE TOTALS:	11367	10893	474

AFFECTED GROUPS FOR PERMANENT EMPLOYEES ONLY

EEO Category	Total	Employees		
		Female	Minorities	Disabled
ADMINISTRATORS & OFFICIALS	877	245	19	27
PROFESSIONALS	3639	1558	105	132
TECHNICIANS	2143	1255	61	57
PROTECTIVE SERVICES	714	87	19	8
PARA PROFESSIONAL	903	554	44	20
CLERICAL	1312	1178	47	36
SKILLED CRAFT	792	40	44	21
SERVICE & MAINTENANCE	513	202	21	17
STATE TOTALS:	10893	5119	360	318

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

** Includes Full-Time and Part-Time Positions.

*** Includes Temporary, Seasonal, and Intermittent Positions.

TABLE 16

STATE OF MONTANA
 AVERAGE AGE OF EMPLOYEES BY EEO CATEGORY
 OCTOBER 26, 1992

EEO Category	Employees* Average Age	Permanent** Average Age	Temporary*** Average Age
ADMINISTRATORS & OFFICIALS	46	45	43
PROFESSIONALS	41	41	37
TECHNICIANS	41	41	34
PROTECTIVE SERVICES	39	39	37
PARA PROFESSIONAL	39	39	31
CLERICAL	41	41	43
SKILLED CRAFT	44	43	46
SERVICE & MAINTENANCE	42	43	36
STATE AVERAGE:	41	41	37

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

** Includes Full-Time and Part-Time Positions.

*** Includes Temporary, Seasonal, and Intermittent Positions.

TABLE 17

STATE OF MONTANA
 AVERAGE AGE OF MALE/FEMALE
 EMPLOYEES BY EEO CATEGORY
 OCTOBER 26, 1992

EEO Category	Employees* Average Age	Male Average Age	Female Average Age
ADMINISTRATORS & OFFICIALS	46	46	44
PROFESSIONALS	41	41	40
TECHNICIANS	41	41	40
PROTECTIVE SERVICES	39	39	37
PARA PROFESSIONAL	39	38	39
CLERICAL	41	41	41
SKILLED CRAFT	44	43	43
SERVICE & MAINTENANCE	42	40	42
STATE AVERAGE:	41	41	40

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

TABLE 18

STATE OF MONTANA
NUMBER OF PERMANENT EMPLOYEES BY PAY PLAN
OCTOBER 26, 1992

Agency	Employees* in Pay Plans**						
	Total Employees	State-wide 060	Liquor Store 061	Blue Collar 062	Teachers 063 & 064	Physicians 067	Exempt*** 000
LEGISLATIVE	132	0	0	0	0	0	132
SUPREME COURT	52	0	0	0	0	0	52
GOVERNOR'S OFFICE	51	32	0	0	0	0	19
SECRETARY OF STATE	33	25	0	0	0	0	8
COMMISSIONER OF POLITICAL PRACTICES	3	2	0	0	0	0	1
STATE AUDITOR	60	46	0	0	0	0	14
OFFICE OF PUBLIC INSTRUCTION	164	146	0	0	0	0	18
JUSTICE	628	613	0	0	0	0	15
PUBLIC SERVICE COMMISSION	40	32	0	0	0	0	8
BOARD OF PUBLIC EDUCATION	4	3	0	0	0	0	1
COMMISSIONER OF HIGHER EDUCATION	71	48	0	0	0	0	23
SCHOOL FOR THE DEAF & BLIND	121	46	0	0	0	0	75
MONTANA ARTS COUNCIL	9	9	0	0	0	0	0
STATE LIBRARY	46	46	0	0	0	0	0
COUNCIL ON VOCATIONAL EDUCATION	3	3	0	0	0	0	0
MONTANA HISTORICAL SOCIETY	55	54	0	1	0	0	0
FISH, WILDLIFE & PARKS	510	509	0	0	0	0	1
HEALTH & ENVIRONMENTAL SCIENCE	404	398	0	0	0	0	6
TRANSPORTATION	1859	1179	0	679	0	0	1
STATE LANDS	290	278	0	11	0	0	1
LIVESTOCK	127	127	0	0	0	0	0
NATURAL RESOURCE & CONSERVATION	245	241	0	0	0	0	4
REVENUE	649	579	57	7	0	0	6
ADMINISTRATION	336	320	0	12	0	0	4
STATE FUND	209	0	0	0	0	0	209
AGRICULTURE	97	95	0	0	0	0	2
CORRECTIONS & HUMAN SERVICES	193	191	0	0	1	0	1
MONTANA DEVELOPMENTAL CENTER	366	353	0	12	1	0	0
CENTER FOR THE AGED	120	120	0	0	0	0	0
EASTMONT TRAINING CENTER	118	118	0	0	0	0	0
MONTANA STATE PRISON	457	432	0	9	15	1	0
SWAN RIVER FOREST CAMP	34	33	0	0	1	0	0
MONTANA VETERANS HOME	110	110	0	0	0	0	0
MONTANA STATE HOSPITAL	696	641	0	43	4	8	0
BOARD OF PARDONS	5	5	0	0	0	0	0
COMMERCE	314	301	0	0	0	0	13
LABOR & INDUSTRY	670	662	0	0	0	0	8
MILITARY AFFAIRS	99	68	0	0	0	0	31
SOCIAL & REHABILITATION SERVICES	892	889	0	0	0	0	3
FAMILY SERVICES	423	422	0	0	0	0	1
MOUNTAIN VIEW SCHOOL	78	59	0	0	19	0	0
PINE HILLS SCHOOL	120	104	0	0	14	0	2
STATE TOTALS:	10893	9339	57	774	55	9	659

* Includes all state employees except University Systems, Vo-Techs, State Elected Officials, and State Legislators.

** MCA 2-18(1-3) provides for the various classification and pay plans for State employees.

*** Contains employees which are exempt from any classification and pay plan.

TABLE 19

**EMPLOYEE DISTRIBUTION BY OCCUPATIONAL CATEGORY
COMPARING FY85 THROUGH FY93
STATEWIDE PAY PLAY 060
PERMANENT EMPLOYEES ONLY***

EEO Category	FY83		FY87		FY89		FY91		FY93	
	#	%	#	%	#	%	#	%	#	%
Administrators/Officials										
Female	72	16%	79	17%	116	18%	159	23%	202	27%
Male	388	84%	386	83%	523	82%	537	77%	550	73%
Professionals										
Female	893	33%	997	36%	1,109	38%	1,091	39%	1,365	42%
Male	1,799	67%	1,800	64%	1,637	62%	1,693	61%	1,895	58%
Technicians										
Female	898	51%	904	52%	920	53%	971	54%	1,223	59%
Male	872	49%	840	48%	818	47%	811	46%	886	41%
Protective Service										
Female	36	7%	43	8%	60	10%	64	10%	87	13%
Male	476	93%	513	92%	530	90%	548	90%	597	87%
Skilled Craft										
Female	8	14%	7	14%	16	22%	20	29%	30	32%
Male	50	86%	42	86%	56	78%	49	71%	64	68%
Paraprofessionals										
Female	511	64%	468	61%	379	60%	390	61%	496	59%
Male	289	36%	293	39%	248	40%	248	39%	347	41%
Clerical										
Female	1,259	93%	1,204	92%	1,031	92%	962	93%	1,073	92%
Male	94	7%	90	8%	91	8%	74	7%	95	8%
Service/Maintenance										
Female	63	24%	67	27%	127	36%	120	38%	195	43%
Male	195	76%	183	73%	224	64%	192	62%	254	57%
TOTALS										
FEMALE	3,740		3,669		3,668		3,782		4,671	
MALE	4,163		4,174		4,124		4,152		4,668	

TABLE 20

STATE OF MONTANA
AVERAGE ANNUAL PAY OF MALE/FEMALE
EMPLOYEES BY EEO CATEGORY
OCTOBER 26, 1992

STATEWIDE PAY PLAN 060

EEO Category	TOTAL		MALE		FEMALE	
	Employee	Avg Pay	Employee	Avg Pay	Employee	Avg Pay
ADMINISTRATORS & OFFICIALS	752	37,572	550	38,888	202	33,987
PROFESSIONALS	3,260	27,235	1,895	28,229	1,365	25,856
TECHNICIANS	2,089	21,543	866	23,240	1,223	20,341
PROTECTIVE SERVICES	684	22,420	597	22,761	87	20,082
PARA PROFESSIONAL	843	17,316	347	17,620	496	17,102
CLERICAL	1,168	16,658	95	15,926	1,073	16,723
SKILLED CRAFT	94	21,482	64	21,794	30	20,818
SERVICE & MAINTENANCE	449	16,812	254	17,758	195	15,580
STATE TOTALS:	9,339	23,664	4,668	26,163	4,671	21,167

* Includes data from all state employees except University System employees, Vo-Tech employees, State Elected Officials and Legislators.

TABLE 21

**STATE OF MONTANA
STATEWIDE PAY PLAN 060
PERMANENT EMPLOYEES ONLY
OCTOBER 26, 1992**

GRADE	Number of Employees								
	Total	Male	Female	White	American Indians	Other Minorities	Disabled		
							No	Yes	
04	1	0	1	1	0	0	0	0	0
05	150	52	98	144	4	2	103	7	
06	244	69	175	238	5	1	196	9	
07	589	144	445	558	20	11	511	18	
08	1129	275	854	1086	23	20	944	25	
09	721	219	502	698	9	14	603	18	
10	830	389	441	799	14	17	706	15	
11	748	280	468	721	20	7	651	24	
12	847	442	405	821	15	11	714	37	
13	1038	654	384	1006	21	11	907	29	
14	1074	722	352	1042	17	15	950	35	
15	731	488	243	715	10	6	674	22	
16	558	393	165	547	6	5	508	17	
17	327	247	80	320	4	3	302	10	
18	179	142	37	175	2	2	170	3	
19	98	85	13	97	1	0	89	4	
20	31	28	3	31	0	0	29	0	
21	22	20	2	22	0	0	22	0	
22	18	16	2	18	0	0	17	0	
23	2	2	0	2	0	0	2	0	
24	2	1	1	2	0	0	2	0	
TOTALS:	9339	4668	4671	9043	171	125	8100	273	

TABLE 22

STATE OF MONTANA
 AFFECTED GROUPS BY PAY PLANS
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

CLASSIFICATION EXEMPT PAY PLAN 000

GRADE	Number of Employees							
	Total	Male	Female	White	American Indians	Other Minorities	Disabled No	Disabled Yes
00	657	283	374	640	11	6	530	22
Incorrect Assignment	2	0	0	0	0	0	0	0
TOTALS:	659	283	374	640	11	6	530	22

LIQUOR STORE PAY PLAN 061

GRADE	Number of Employees							
	Total	Male	Female	White	American Indians	Other Minorities	Disabled No	Disabled Yes
02	1	1	0	1	0	0	0	1
04	30	16	14	30	0	0	23	1
05	3	1	2	3	0	0	2	0
06	7	3	4	7	0	0	5	0
07	11	6	5	11	0	0	9	0
08	5	3	2	5	0	0	5	0
TOTALS:	57	30	27	57	0	0	44	2

BLUE COLLAR PAY PLAN 062

GRADE	Number of Employees							
	Total	Male	Female	White	American Indians	Other Minorities	Disabled No	Disabled Yes
05	24	20	4	24	0	0	21	1
06	4	4	0	3	0	1	3	0
07	246	232	14	227	16	3	232	1
08	63	63	0	61	1	1	60	2
09	146	145	1	134	10	2	137	4
10	105	105	0	103	2	0	89	4
11	124	123	1	117	7	0	113	7
12	29	29	0	28	1	0	26	1
13	1	1	0	1	0	0	1	0
14	32	32	0	31	1	0	31	0
TOTALS:	774	754	20	729	38	7	713	20

TABLE 23

STATE OF MONTANA
 AFFECTED GROUPS BY PAY PLANS
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

TEACHERS PAY PLAN 063 & 064

GRADE	Number of Employees							
	Total	Male	Female	White	American Indians	Other Minorities	Disabled	
							No	Yes
01	23	14	9	23	0	0	10	1
02	12	7	5	12	0	0	10	0
03	5	3	2	5	0	0	3	0
04	7	3	4	7	0	0	4	0
05	4	1	3	2	2	0	4	0
06	4	2	2	4	0	0	2	0
TOTALS:	55	30	25	53	2	0	33	1

PHYSICIANS PAY PLAN 067

GRADE	Number of Employees							
	Total	Male	Female	White	American Indians	Other Minorities	Disabled	
							No	Yes
31	3	3	0	3	0	0	3	0
32	6	4	2	6	0	0	4	0
TOTALS:	9	7	2	9	0	0	7	0

TABLE 24

**AVERAGE MALE/FEMALE SALARY DIFFERENCES BY PAY PLAN
PERMANENT, FULL-TIME EMPLOYEES* - EXCLUDING THE UNIVERSITY SYSTEM**

	MALE				FEMALE					
	FY85	FY87	FY89	FY91	FY93	FY85	FY87	FY89	FY91	FY93
All Employees:**										
No. of Employees	4,953	4,812	4,782	4,848	5,774	3,869	3,747	3,735	3,848	5,119
Average Salary	\$22,300	\$23,088	\$23,026	\$24,232	\$26,562	\$16,797	\$17,810	\$17,989	\$19,378	\$21,469
Female salary as % of male salary: FY85 - 75% FY87 - 77% FY89 - 78% FY91 - 80% FY93 - 81%										
Statewide Plan: 60										
No. of Employees	4,163	4,147	4,127	4,152	4,668	3,740	3,669	3,668	3,782	4,671
Average Grade	12.7	12.7	12.8	12.3	12.9	9.6	9.9	10.2	10.1	10.5
Average Salary	\$22,494	\$23,235	\$23,160	\$24,366	\$26,163	\$16,750	\$17,771	\$17,593	\$19,290	\$21,167
Female salary as % of male salary: FY85 - 74% FY87 - 77% FY89 - 77% FY91 - 79% FY93 - 81%										
Liquor Store: 61										
No. of Employees	44	13	13	27	30	16,74	27	27	27	27
Average Salary	\$16,644	\$18,597	\$18,018	\$18,647	\$20,284	\$16,510	\$17,682	\$18,189	\$18,756	\$19,898
Female salary as % of male salary: FY85 - 99% FY87 - 95% FY89 - 101% FY91 - 99% FY93 - 90%										
Blue Collar: 62										
No. of Employees	704	613	606	638	754	18,952	20,345	20,095	21,466	22,509
Average Salary	\$20,998	\$21,734	\$21,822	\$23,282	\$25,044	\$18,952	\$20,345	\$20,095	\$21,466	\$22,509
Female salary as % of male salary: FY85 - 90% FY87 - 94% FY89 - 92% FY91 - 92% FY93 - 90%										
Teachers: 63, 64										
No. of Employees	33	32	29	29	30	38	36	33	31	25
Average Salary	\$21,700	\$22,948	\$21,382	\$24,733	\$26,797	\$20,741	\$20,941	\$19,103	\$22,341	\$22,804
Female salary as % of male salary: FY85 - 96% FY87 - 91% FY89 - 89% FY91 - 90% FY93 - 85%										
Physicians: 67										
No. of Employees	9	7	2	7	7	61,723	\$62,818	\$76,209	-0-	\$108,000
Average Salary	\$59,446	\$64,447	\$64,293	\$66,981	\$94,006	\$61,723	\$62,818	\$76,209	-0-	\$108,000
Female salary as % of male salary: FY85 - 104% FY87 - 96% FY89 - 119% FY91 - No Females FY93 - 115%										

* FY 93 data includes all permanent employees (full-time and part-time)
** Includes classification exempt employees

TABLE 25

**STATE OF MONTANA
AVERAGE ANNUAL PAY BY SEX
STATEWIDE PAY PLAN 060
PERMANENT EMPLOYEES ONLY
OCTOBER 26, 1992**

Grade	Class Totals*	Total Employees Average Pay		Male Employees Average Pay		Female Employees Average Pay	
		Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
04	1	1	13305.76	0	0.00	1	13305.76
05	7	150	13181.30	52	13156.92	98	13194.24
06	22	244	14573.89	69	14679.40	175	14532.29
07	27	589	15714.43	144	15625.24	445	15743.29
08	55	1129	16959.44	275	16844.59	854	16996.42
09	60	721	18194.81	219	17792.68	502	18370.24
10	73	830	19794.81	389	19774.45	441	19812.77
11	76	748	21362.02	280	21111.29	468	21512.04
12	91	847	22950.51	442	22953.68	405	22947.05
13	121	1038	24708.19	654	24884.32	384	24408.22
14	135	1074	27234.67	722	27538.59	352	26611.25
15	115	731	29760.88	488	30202.37	243	28874.27
16	94	558	32776.87	393	33104.71	165	31995.99
17	63	327	36629.32	247	37017.38	80	35431.21
18	20	179	39780.11	142	40329.09	37	37673.24
19	9	98	42565.12	85	42996.97	13	39741.44
20	5	31	47175.74	28	47379.28	3	45276.05
21	4	22	51154.66	20	51600.53	2	46696.00
22	2	18	55715.80	16	55962.27	2	53744.08
23	2	2	61426.56	2	61426.56	0	0.00
24	2	2	80624.96	1	97350.24	1	63899.68
TOTALS:	984	9339	23664.42	4668	26163.24	4671	21167.21

* Class is a group of positions that perform similar work.

TABLE 26

STATE OF MONTANA
 AVERAGE ANNUAL PAY BY SEX
 FOR PAY PLANS
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

CLASSIFICATION EXEMPT PAY PLAN 000

Grade	Total		Male		Female	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
00	657	29633.94	283	36088.75	374	24749.69
Incorrect Assignment	2	0.00	2	0.00	0	0.00
TOTALS:	652	29633.94	285	36088.75	374	24749.69

LIQUOR STORE PAY PLAN 061

Grade	Total		Male		Female	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
02	1	13561.60	1	13561.60	0	0.00
04	30	18566.42	16	18963.49	14	18112.64
05	3	17683.46	1	17929.60	2	17560.40
06	7	21338.72	3	21113.38	4	21507.72
07	11	22763.52	6	22797.14	5	22723.16
08	5	24482.43	3	24496.85	2	24460.80
TOTALS:	57	20101.52	30	20284.02	27	19898.74

BLUE COLLAR PAY PLAN 062

Grade	Total		Male		Female	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
05	24	21011.72	20	21149.54	4	20322.64
06	4	21058.44	4	21058.44	0	0.00
07	246	22930.52	232	22949.11	14	22622.37
08	63	24076.03	63	24076.03	0	0.00
09	146	25014.57	145	25013.75	1	25134.72
10	105	25888.59	105	25888.59	0	0.00
11	124	27127.93	123	27128.64	1	27040.00
12	29	27787.79	29	27787.79	0	0.00
13	1	28697.76	1	28697.76	0	0.00
14	32	31837.06	32	31837.06	0	0.00
TOTALS:	774	24979.11	754	25044.64	20	22508.92

TABLE 27

STATE OF MONTANA
 AVERAGE ANNUAL PAY BY SEX
 FOR PAY PLANS
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

TEACHERS PAY PLAN 063 & 064

Grade	Total		Male		Female	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
01	23	21560.28	14	23959.96	9	17827.44
02	12	27757.25	7	30677.02	5	23669.56
03	5	25812.80	3	27440.74	2	23370.88
04	7	25605.39	3	26626.77	4	24839.36
05	4	29343.60	1	35222.72	3	27383.89
06	4	29848.00	2	28159.04	2	31536.96
TOTALS:	55	24982.57	30	26797.40	25	22804.78

PHYSICIANS PAY PLAN 067

Grade	Total		Male		Female	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
31	3	81812.64	3	81812.64	0	0.00
32	6	104768.56	4	103152.40	2	108000.88
TOTALS:	9	97116.58	7	94006.78	2	108000.88

TABLE 28

STATE OF MONTANA
 MALE AND FEMALE PERCENTAGES BY GRADE
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

CLASSIFICATION EXEMPT PAY PLAN 000

Grade	Class Total	Employees	
		Male %	Female %
00	37	43	5
STATE TOTALS:	37	43	57

LIQUOR STORE PAY PLAN 061

Grade	Class Total	Employees	
		Male %	Female %
02	1	100	0
04	1	53	47
05	1	33	67
06	1	43	57
07	1	55	45
08	1	60	40
STATE TOTALS:	8	53	47

BLUE COLLAR PAY PLAN 062

Grade	Class Total	Employees	
		Male %	Female %
05	2	83	17
06	1	100	0
07	8	94	6
08	5	100	0
09	7	99	1
10	7	100	0
11	5	99	1
12	3	100	0
13	1	100	0
14	2	100	0
STATE TOTALS:	41	97	3

TABLE 29

STATE OF MONTANA
MALE AND FEMALE PERCENTAGES BY GRADE
TEACHERS PAY PLAN 063 & 064
PERMANENT EMPLOYEES ONLY
OCTOBER 26, 1992

TEACHERS PAY PLAN 063 & 064

Grade	Class Total	Employees	
		Male %	Female %
01	1	61	39
02	1	58	42
03	1	60	40
04	1	43	57
05	1	25	75
06	1	50	50
STATE TOTALS:	6	55	45

PHYSICIANS PAY PLAN 067

Grade	Class Total	Employees	
		Male %	Female %
31	1	100	0
32	1	67	33
STATE TOTALS:	2	78	22

TABLE 30

STATE OF MONTANA
AVERAGE ANNUAL PAY BY DISABILITY
STATEWIDE PAY PLAN 060
PERMANENT EMPLOYEES ONLY
OCTOBER 26, 1992

Grade	Total		Disabled		Non-Disabled		Not Input*	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
04	1	13305.76	0	0.00	0	0.00	1	13305.76
05	150	13181.30	7	13703.33	103	13245.09	40	12925.69
06	244	14573.89	9	16251.73	196	14608.08	39	14014.88
07	589	15714.43	18	15195.78	511	15860.50	60	14625.93
08	1129	16959.44	25	17385.30	944	17082.14	160	16168.94
09	721	18194.81	18	18349.64	603	18399.50	100	16932.61
10	830	19794.81	15	20011.12	706	19913.50	109	18996.27
11	748	21362.02	24	20835.18	651	21508.55	73	20228.57
12	847	22950.51	37	22913.78	714	23096.43	96	21879.41
13	1038	24708.19	29	25296.81	907	24855.59	102	23230.09
14	1074	27234.67	35	26660.54	950	27416.21	89	25522.72
15	731	29760.88	22	29351.16	674	29861.22	35	28086.18
16	558	32776.87	17	31991.99	508	32903.59	33	31230.50
17	327	36629.32	10	36173.28	302	36727.00	15	34966.74
18	179	39780.11	3	41094.56	170	39856.31	6	36964.02
19	98	42565.12	4	42070.60	89	42806.54	5	38663.45
20	31	47175.74	0	0.00	29	47079.79	2	48566.96
21	22	51154.66	0	0.00	22	51154.66	0	0.00
22	18	55715.80	0	0.00	17	56012.44	1	50672.96
23	2	61426.56	0	0.00	2	61426.56	0	0.00
24	2	80624.96	0	0.00	2	80624.96	0	0.00
TOTALS:	9339	23664.42	273	23583.42	8100	24066.58	966	20315.20

* The disability status was not completed by the employee.

TABLE 31

STATE OF MONTANA
 AVERAGE ANNUAL PAY BY DISABILITY
 FOR PAY PLANS
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

CLASSIFICATION EXEMPT PAY PLAN 000

Grade	Total		Disabled		Non-Disabled		Not Input*	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
00	657	29633.94	22	22621.13	530	29622.20	105	31162.58
Incorrect Assignment	2	0.00	0	0.00	0	0.00	0	0.00
TOTALS:	659	29633.94	22	22621.13	530	29622.20	105	31162.58

LIQUOR STORE PAY PLAN 061

Grade	Total		Disabled		Non-Disabled		Not Input*	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
02	1	13561.60	1	13561.60	0	0.00	0	0.00
04	30	18566.42	1	19287.84	23	18843.17	6	17385.33
05	3	17683.46	0	0.00	2	16577.60	1	19895.20
06	7	21338.72	0	0.00	5	21479.32	2	20987.20
07	11	22763.52	0	0.00	9	22853.19	2	22360.00
08	5	24482.43	0	0.00	5	24482.43	0	0.00
TOTALS:	57	20101.52	2	16424.72	44	20500.81	11	19172.87

BLUE COLLAR PAY PLAN 062

Grade	Total		Disabled		Non-Disabled		Not Input*	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
05	24	21011.72	1	20833.28	21	21016.81	2	21047.52
06	4	21058.44	0	0.00	3	21268.00	1	20429.76
07	246	22930.52	1	21910.72	232	22925.41	13	23100.16
08	63	24076.03	2	24221.60	60	24063.76	1	24521.12
09	146	25014.57	4	24809.20	137	25046.25	5	24311.04
10	105	25888.59	4	26205.92	89	25896.74	12	25722.32
11	124	27127.93	7	26853.98	113	27163.93	4	26590.20
12	29	27787.79	1	28379.52	26	27776.96	2	27632.80
13	1	28697.76	0	0.00	1	28697.76	0	0.00
14	32	31837.06	0	0.00	31	31856.40	1	31237.44
TOTALS:	774	24979.11	20	25580.25	713	24981.48	41	24644.75

* The disability status was not completed by the employees.

TABLE 32

STATE OF MONTANA
 AVERAGE ANNUAL PAY BY DISABILITY
 FOR PAY PLANS
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

TEACHERS PAY PLAN 063 & 064

Grade	Total		Disabled		Non-Disabled		Not Input*	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
01	23	21560.28	1	30580.16	10	21198.94	12	21109.74
02	12	27757.25	0	0.00	10	28128.88	2	25899.12
03	5	25812.80	0	0.00	3	24440.69	2	27870.96
04	7	25605.39	0	0.00	4	26125.32	3	24912.16
05	4	29343.60	0	0.00	4	29343.60	0	0.00
06	4	29848.00	0	0.00	2	32084.00	2	27612.00
TOTALS:	55	24982.57	1	30580.16	33	25837.69	21	23372.26

PHYSICIANS PAY PLAN 067

Grade	Total		Disabled		Non-Disabled		Not Input*	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
31	3	81812.64	0	0.00	3	81812.64	0	0.00
32	6	104768.56	0	0.00	4	107700.84	2	98904.00
TOTALS:	9	97116.58	0	0.00	7	96605.89	2	98904.00

* The disability status was not completed by the employee.

TABLE 33

STATE OF MONTANA
AVERAGE ANNUAL PAY BY RACE
STATEWIDE PAY PLAN 060
PERMANENT EMPLOYEES ONLY
OCTOBER 26, 1992

Grade	Total		White		American Indians		Other Minorities	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
04	1	13305.76	1	13305.76	0	0.00	0	0.00
05	150	13181.30	144	13206.94	4	11900.72	2	13896.48
06	244	14573.89	238	14575.31	5	14810.84	1	13052.00
07	589	15714.43	558	15736.06	20	14970.28	11	15969.86
08	1129	16959.44	1086	16981.07	23	16390.03	20	16439.38
09	721	18194.81	698	18192.86	9	19009.81	14	17767.80
10	830	19794.81	799	19788.15	14	20544.75	17	19490.08
11	748	21362.02	721	21358.04	20	21792.26	7	20543.56
12	847	22950.51	821	22951.19	15	23483.33	11	22173.17
13	1038	24708.19	1006	24704.36	21	25151.45	11	24212.33
14	1074	27234.67	1042	27254.12	17	26317.13	15	26923.65
15	731	29760.88	715	29778.28	10	29435.74	6	28229.41
16	558	32776.87	547	32763.49	6	35458.45	5	31022.36
17	327	36629.32	320	36580.80	4	38379.12	3	39472.16
18	179	39780.11	175	39818.16	2	40157.52	2	36073.44
19	98	42565.12	97	42532.11	1	45766.24	0	0.00
20	31	47175.74	31	47175.74	0	0.00	0	0.00
21	22	51154.66	22	51154.66	0	0.00	0	0.00
22	18	55715.80	18	55715.80	0	0.00	0	0.00
23	2	61426.56	2	61426.56	0	0.00	0	0.00
24	2	80624.96	2	80624.96	0	0.00	0	0.00
TOTALS:	9339	23664.42	9043	23719.63	171	22263.87	125	21586.67

TABLE 34

STATE OF MONTANA
 AVERAGE ANNUAL PAY BY RACE
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

CLASSIFICATION EXEMPT PAY PLAN 000

Grade	Total		White		American Indians		Other Minorities	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
00 Incorrect Assignment	657	29633.94	640	29730.48	11	24712.48	6	28359.06
2		0.00	0	0.00	0	0.00	0	0.00
TOTALS:	659	29633.94	640	29730.48	11	24712.48	6	28359.06

LIQUOR STORE PAY PLAN 061

Grade	Total		White		American Indians		Other Minorities	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
02	1	13561.60	1	13561.60	0	0.00	0	0.00
04	30	18566.42	30	18566.42	0	0.00	0	0.00
05	3	17683.46	3	17683.46	0	0.00	0	0.00
06	7	21338.72	7	21338.72	0	0.00	0	0.00
07	11	22763.52	11	22763.52	0	0.00	0	0.00
08	5	24482.43	5	24482.43	0	0.00	0	0.00
TOTALS:	57	20101.52	57	20101.52	0	0.00	0	0.00

BLUE COLLAR PAY PLAN 062

Grade	Total		White		American Indians		Other Minorities	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
05	24	21011.72	24	21011.72	0	0.00	0	0.00
06	4	21058.44	3	21268.00	0	0.00	1	20429.76
07	246	22930.52	227	22933.79	16	22827.22	3	23233.60
08	63	24076.03	61	24057.82	1	24957.92	1	24304.80
09	146	25014.57	134	25004.72	10	25165.29	2	24921.52
10	105	25888.59	103	25910.27	2	24771.76	0	0.00
11	124	27127.93	117	27127.94	7	27127.65	0	0.00
12	29	27787.79	28	27739.92	1	29128.32	0	0.00
13	1	28697.76	1	28697.76	0	0.00	0	0.00
14	32	31837.06	31	31885.52	1	30334.72	0	0.00
TOTALS:	774	24979.11	729	25005.22	38	24756.48	7	23468.34

TABLE 35

STATE OF MONTANA
 AVERAGE ANNUAL PAY BY RACE
 PERMANENT EMPLOYEES ONLY
 OCTOBER 26, 1992

Grade	TEACHERS PAY PLAN 063 & 064							
	Total		White		American Indians		Other Minorities	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
01	23	21560.28	23	21560.28	0	0.00	0	0.00
02	12	27757.25	12	27757.25	0	0.00	0	0.00
03	5	25812.80	5	25812.80	0	0.00	0	0.00
04	7	25605.39	7	25605.39	0	0.00	0	0.00
05	4	29343.60	2	31222.88	2	27464.32	0	0.00
06	4	29848.00	4	29848.00	0	0.00	0	0.00
TOTALS:	55	24982.57	53	24888.92	2	27464.32	0	0.00

PHYSICIANS PAY PLAN 067

Grade	PHYSICIANS PAY PLAN 067							
	Total		White		American Indians		Other Minorities	
	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay	Employees	Average Pay
31	3	81812.64	3	81812.64	0	0.00	0	0.00
32	6	104768.56	6	104768.56	0	0.00	0	0.00
TOTALS:	9	97116.58	9	97116.58	0	0.00	0	0.00

TABLE 36

**STATE OF MONTANA
APPLICATION RATES**
By EEO Category and Affected Group
FY 92 (July 1, 1991 - June 30, 1992)

EEO Category	Labor Force		Applicants by Affected Groups					
	Women*	Men	Women	White	Minorities	Non-Disabled	Disabled	
ADMINISTRATORS & OFFICIALS								
Number of Applicants		570	146	662	24	699	17	
Application Rate	43.0%	79.6%	20.3%	92.4%	3.3%	97.6%	2.3%	
PROFESSIONALS								
Number of Applicants		5573	2682	7667	341	7896	390	
Application Rate	54.5%	67.2%	32.3%	92.5%	4.1%	95.2%	4.7%	
TECHNICIANS								
Number of Applicants		1602	1665	3025	151	3124	153	
Application Rate	51.4%	48.8%	50.8%	92.3%	4.6%	95.3%	4.6%	
PROTECTIVE SERVICES								
Number of Applicants		274	68	328	8	338	7	
Application Rate	14.4%	79.4%	19.7%	95.0%	2.3%	97.9%	2.0%	
PARA PROFESSIONAL								
Number of Applicants		154	411	523	25	556	9	
Application Rate	---	27.2%	72.7%	92.5%	4.4%	98.4%	1.5%	
CLERICAL								
Number of Applicants		1024	3147	3833	199	4047	130	
Application Rate	82.3%	24.5%	75.3%	91.7%	4.7%	96.8%	3.1%	
SKILLED CRAFT								
Number of Applicants		523	62	545	35	571	16	
Application Rate	6.8%	89.1%	10.5%	92.8%	5.9%	97.2%	2.7%	
SERVICE & MAINTENANCE								
Number of Applicants		414	76	461	22	466	25	
Application Rate	45.1%***	84.3%	15.4%	93.8%	4.4%	94.9%	5.0%	
ALL CATEGORIES								
Number of Applicants		10134	8257	17044	805	17697	747	
Application Rate	99.9%	54.9%	44.7%	92.4%	4.3%	95.9%	4.0%	

* Montana labor force figures are based on 1990 Census of Population and Housing, Equal Employment Opportunity File and represent the percentage of women in each EEO Category.

** Montana labor force figures for the Para Professional Category are not available separately. Occupations in this category are in Professionals and Technicians Categories.

*** Montana labor force figures for Service and Maintenance Category comes from Service, Except Protective and Household, Operators, Fabricators, and Laborers occupations.

TABLE 37

STATE OF MONTANA
 SELECTION RATES
 By EEO Category and Affected Group
 FY 92 (July 1, 1991 - June 30, 1992)*

EEO Category	Applicants by Affected Groups					
	Men	Women	White	Minorities	Non-Disabled	Disabled
ADMINISTRATORS & OFFICIALS						
Number of Applicants	570	146	662	24	699	17
Number Hired	38	10	46	0	47	1
Selection Rate	6.6%	6.8%	6.9%	0.0%	6.7%	5.8%
PROFESSIONALS						
Number of Applicants	5573	2682	7667	341	7896	390
Number Hired	198	146	328	7	330	14
Selection Rate	3.5%	5.4%	4.2%	2.0%	4.1%	3.5%
TECHNICIANS						
Number of Applicants	1602	1665	3025	151	3124	153
Number Hired	100	131	217	11	221	10
Selection Rate	6.2%	7.8%	7.1%	7.2%	7.0%	6.5%
PROTECTIVE SERVICES						
Number of Applicants	274	68	328	8	338	7
Number Hired	23	9	31	1	32	0
Selection Rate	8.3%	13.2%	9.4%	12.5%	9.4%	0.0%
PARA PROFESSIONAL						
Number of Applicants	154	411	523	25	556	9
Number Hired	6	32	34	2	38	0
Selection Rate	3.9%	7.7%	6.5%	8.0%	6.8%	0.0%
CLERICAL						
Number of Applicants	1024	3147	3833	199	4047	130
Number Hired	40	214	233	8	252	2
Selection Rate	3.9%	6.8%	6.0%	4.0%	6.2%	1.5%
SKILLED CRAFT						
Number of Applicants	523	62	545	35	571	16
Number Hired	65	4	62	7	67	2
Selection Rate	12.4%	6.4%	11.3%	20.0%	11.7%	12.5%
SERVICE & MAINTENANCE						
Number of Applicants	414	76	461	22	466	25
Number Hired	14	4	17	1	18	0
Selection Rate	3.3%	5.2%	3.6%	4.5%	3.8%	0.0%
ALL CATEGORIES						
Number of Applicants	10134	8257	17044	805	17697	747
Number Hired	484	550	968	37	1005	29
Selection Rate	4.7%	6.6%	5.6%	4.6%	5.6%	3.8%

CHAPTER III

STATE EMPLOYEE INCENTIVE AWARDS PROGRAM

This report is prepared in compliance with 2-18-1103(6), Montana Code Annotated that provides for the Department of Administration to:

- "(6) prepare a biennial report to the legislature containing a list of incentive awards and the corresponding savings or invention and providing a general review of any recommendations for improving the program."

PROGRAM PARTICIPATION

The State of Montana's Employee Incentive Awards program began in April 1982. During this time, State employees have submitted 701 Incentive Award applications. Of these 701 applications, 665 have been fully evaluated and 36 are currently in various stages of the evaluation process.

Of the 665 evaluated applications, 562 have been denied for a variety of reasons including prior consideration of the idea, no projected cost savings/benefits or legal/administrative impediments; 103 applications were successful and resulted in awards totaling \$47,840. These 103 award-winning applications have resulted in an estimated first-year cost savings of \$2,692,044.28. The figures are cumulative totals since the program's inception in 1982 and do not reflect a dollar value for implemented applications which enhance services without quantifiable dollar savings.

For the last biennium, 14 applications were approved for a total award amount of \$10,514 to 15 recipients, or an average of \$700.93 per recipient. Awards amounted to only 1.8 percent of the total savings generated by the award winning ideas.

SUGGESTION APPLICATIONS
1982 - 1992

Calendar Year	Number Received	Number Approved	Number Denied	Number Pending
1982	114	10	104	0
1983	47	6	41	0
1984	71	13	58	0
1985	58	8	50	0
1986	119	16	103	0
1987	46	4	42	0
1988	36	4	32	0
1989	54	13	41	0
1990	70	15	54	1 *
1991	47	14	29	4
1992	39	0	8	31
Totals	701	103	562	36

* Pending further information.

Applications are received from a wide variety of employees and agencies; the larger agencies generate the greatest number of applications. To date, the Department of Transportation and the Department of Social and Rehabilitation Services have submitted the greatest number of applications.

The following table contains number of applications submitted by agency. The total number of applications indicated in this table is not equal to the total number of applications submitted due to a procedure change in application tracking.

<u>Number of Applications</u>	<u>Originating Agency</u>
5	Legislative Council
2	Supreme Court
6	Governor's Office
4	State Auditor's Office
4	Office of Public Instruction
1	Secretary of State
18	Justice
5	Universities
1	Historical Society
28	Fish, Wildlife, and Parks
21	Health and Environmental Sciences
1	Agriculture
133	Highways
2	Livestock
11	State Lands
13	Natural Resources and Conservation
68	Revenue
56	Administration
52	Institutions
15	Commerce
58	Labor and Industry
110	Social and Rehabilitation Services
1	State Fund
1	Family Services
1	Public Service Commission

EVALUATION PROCESS

When an application is received at the State Personnel Division, which serves as the program administrator, the application must progress through the following evaluation process before a final determination is made by the Incentive Awards Advisory Council:

1. The application is date stamped and logged into a journal when received by the State Personnel Division.
2. The State Personnel Division sends a letter of acknowledgement to the applicant.

3. The application is reviewed by a job Classification Analyst to determine:
 - A. If the suggestion is within the scope of the applicant's job; and
 - B. The agency or agencies which will be affected by the suggestion.

If the suggestion is not within the scope of the applicant's job, the applicant's name and agency are removed from the application and the application is forwarded to the affected agency or agencies for review.

If the suggestion is within the scope of the applicant's job, the application is generally returned to the applicant as it does not meet initial criteria set forth by 2-18-2205 (2) (a) MCA which states:

"An employee may not be eligible for an incentive award if his suggestion or invention relates to his assigned duties and responsibilities unless the proposal is so superior or meritorious as to warrant special recognition as determined by the department."

Applications which may meet the superior or meritorious criteria are handled on an individual basis.

 4. Each agency has a committee or a coordinator who evaluates the application for operational costs/benefits and recommends granting or denying an award.
 5. The agency's recommendation is returned to the State Personnel Division for review at the next Incentive Awards Advisory Council meeting; the Council meets approximately every two to three months. The Council will either concur with the agency recommendation or request additional information, if a question arises concerning the agency recommendation.
 6. The applicant is notified of the agency and Council decision and whether the application will receive an award.
 7. An Awards Ceremony is set at which the Governor presents award winners with a plaque and a check representing 10 percent of the first year's estimated cost savings or the agency recommended amount for suggestions improving services.

Currently, of the 36 unprocessed applications, 19 are pending Advisory Council evaluation and 17 are pending agency evaluation.

EVALUATION CRITERIA

The criteria used to evaluate each suggestion are described in the Incentive Awards Policy in the Administrative Rules of Montana (ARM 2.21.6701 et seq. and also found in Policy 3-0505, Montana Operations Manual, Volume III). ARM 2.21.6703, Policy and Objectives provides that:

"An employee may be eligible for an incentive award if his suggestion or invention results in:

- "(a) eliminating or reducing an agency's expenditures in a manner that does not reduce the ability of the agency to meet its program objectives or reduce its ability to service the public; or
- "(b) improving services to the public by permitting more work to be accomplished within an agency without increasing the cost of governmental operations."

Each application is evaluated upon the above criteria.

CUMULATIVE PROGRAM COSTS AND SAVINGS EVALUATION

\$ 2,692,044	First year savings from suggestion
(47,840)	Award costs
(44,713)	Admin. Costs - State Personnel Division & Advisory Council*
<u>(55,179)</u>	Administrative Costs - Agencies*
\$ 1,438,289	

* All costs include both personal services and operation and have been absorbed by the respective agency budgets. Personal service costs include salaries and benefits; operating costs consist of printing and mailing costs. Please note that all costs are a ten-year cumulative total.

Savings realized from first year savings (\$2,692,044) less absorbed program costs (\$99,892) and the cost of awards (\$47,840), represent a net benefit of the program to date of \$2,544,312 or an estimated savings of \$25 for every \$1 expended.

**MEMBERS OF THE
INCENTIVE AWARDS
ADVISORY COUNCIL**

Renee Erdman	Licensing Bureau State Auditor's Office
Jim Adams	Director of Field Services Montana Public Employees Association
Janet Myren	Administrative Assistant Department of Social and Rehabilitative Services
Russell G. McDonald	Administrator, Personnel Department of Highways
Lois A. Menzies	Gambling Control Division Department of Commerce
Janet Reller	Commissioner of Higher Education University System
Jack Ellery	Deputy Director Department of Revenue
Laurie Ekanger	Chairperson Administrator, State Personnel Division Department of Administration

The Council and the program are provided staff support by:

Kathy Battershell	Administrative Officer State Personnel Division Department of Administration
Jeanette Schmidt	Program Assistant State Personnel Division Department of Administration

1991 - 1992 AWARD WINNING IDEAS

<u>Recipient</u>	<u>Agency</u>	<u>Award</u>	<u>Savings</u>	<u>Award Winning Idea</u>
Scott Fricke	State Lands	\$ 230.00	\$ 2,300.00	Scott suggested the revision of the position announcements advertised in the newspaper.
Ralph Decunzo	Administration	\$3,000.00	\$84,729.60	Ralph's suggested publishing the image rates in bid specifications. This would reduce printing and mailing cost.
Ron Haraseth	Transportation	\$1,200.00	\$11,925.00	Ron's suggestion was to design and implement an easy-to-use electronic message system for dissemination of information over existing dial up circuits and "800" number services.
Dawn Statton	Health	\$ 350.00	\$ 3,500.00	Dawn's suggestion was to manually combined titles for mailing at the Department of Justice.
Dan Williams	Transportation	\$1,000.00	\$ *	Dan suggested development of a public awareness program concerning hazards encountered on Montana's highways with emphasis on snowplow-related hazards.
Ken Witzel Gene Hansen	Transportation	\$ 37.50 each	\$ *	Ken and Gene's suggestion was to use a revised version of a tail light snow deflector for snow plows.

<u>Recipient</u>	<u>Agency</u>	<u>Award</u>	<u>Savings</u>	<u>Award Winning Idea</u>
Bonnie Sedita	Transportation	\$ 100.00	\$ *	Bonnie suggested building a current library of standardized special provisions on the electronic mail system.
Karen Lundwall	State Lands	\$ 25.00	\$ *	Karen suggested use of labels containing the basic information needed on Field Evaluations forms when possible to reduce time spent handwriting this information on every form.
Tony Tacke	Labor	\$ 100.00	\$ *	Tony's suggestion was to use program files he has developed to allow safety consultants to generate mandatory safety orders in their final form.
D. Micheale Wigen	SRS	\$ 795.00	\$ 7,950.00	Micheale's suggestion was for the Child investigator process Medical Support Hardship review instead of the Legal Services Division.
Deborah L. Gibson	SRS	\$ 309.00	\$ 3,087.68	Debbie's suggestion was to charge an administrative fee for all non-negotiable checks returned to state agencies.

<u>Recipient</u>	<u>Agency</u>	<u>Award</u>	<u>Savings</u>	<u>Award Winning Idea</u>
Terry Frisch	SRS	\$3,000.00	\$1,076,782	Terry's suggestion was to revise the Medicare buy-in program. This process would pay the premiums for recipients according to what category they come under.
William Woods	Transportation	\$ 150.00	\$ *	Bill suggested replacing conventional headlights on snowplow trucks with amber headlights to reduce night time glare during blizzards and heavy snowfall.
Timothy Olson	Transportation	\$ 180.00	\$ *	Tim's suggestion was to allow Transportation computer access to query a database of UST and LUST. This would allow the Environmental and Hazardous Waste Bureau to review site evaluations and determine risk with highway/road projects.

* Agency was not able to quantify cost savings.



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